Funding Opportunity Title:	Management of the U.S. Public Diplomacy Program Alumni Network
Announcement Type:	Cooperative Agreement
Funding Opportunity Number:	SCAKAB-21-CA-002-SCA-03302021
Deadline for Applications:	June 3, 2021 (11:59 p.m., U.S. Eastern Time)
Deadline for Questions;	April 26, 2021 (11:59 p.m., U.S. Eastern time)
Award Ceiling:	$1,500,000
CFDA Number:	19.501- Public Diplomacy Programs for Afghanistan and Pakistan
Program Office:	Public Affairs Section, U.S. Embassy, Kabul, Afghanistan

CONTACT INFORMATION

A) For questions relating to Grants.gov, please call the Grants.gov Contact Center at 1-800-518-4726 or international 1-606-545-5035.
B) For assistance with the requirements of this solicitation, contact KabulPASProposals@state.gov *(preferred method of communication).*

IMPORTANT SUBMISSION INFORMATION

We strongly urge you to sign-up for alerts regarding this funding opportunity. In order to receive these alerts, subscribe to receive email notifications by managing your subscriptions here: https://www.grants.gov/web/grants/manage-subscriptions.html, "Subscribe to Opportunities."

All application materials must be submitted electronically through Grants.gov. Application materials submitted via other means such as email will **not** be accepted.

Registration at several different sites is required to be able to submit an application via www.grants.gov. The entire registration process can require **up to five weeks** for the registration to be validated and confirmed. **Please begin the registration process immediately to ensure that the process is completed well in advance of the application deadline**.

Thorough instructions on the application process are available at https://www.grants.gov/web/grants/applicants/apply-for-grants.html (for the DUNS number application, NCAGE number application, and registration with SAM) and at http://www.grants.gov/web/grants/applicants/organization-registration.html (for registration with www.grants.gov as an Authorized Organization Representative). For questions relating to Grants.gov, please contact the Grants.gov Contact Center at 1-800-518-4726 or international 1-606-545-5035. Please note, KabulPASProposals@state.gov is unable to assist with technical questions or problems applicants experience with Grants.gov, DUNS, NGAGE, or SAM. Please refer to the contact information for these organizations/processes provided in this Notice of Funding Opportunity (NOFO).

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A. PROGRAM DESCRIPTION

The Public Affairs Section (PAS) of the U.S. Embassy in Kabul, Afghanistan is pleased to announce an open competition for eligible organizations to submit applications to carry out a program to facilitate greater connectivity, community engagement, and cross-border activities of alumni of U.S. Embassy Kabul Public Diplomacy programs. Please carefully follow all instructions below.

Executive Summary
This project will facilitate coordination among U.S. Public Diplomacy program alumni, enabling them to unite their efforts and play an active role in the social, economic, and political development of Afghanistan. This will include the creation and management of a robust schedule of networking events, professional development workshops, cross-border dialogues, community engagement projects, and mentoring programs, as well as the management of an alumni grants program, and the execution of an effective internal and external communications strategy.

PAS intends to issue an award for a period of 36 months.

Background
Over the last 20 years more than 7,000 Afghans have participated in U.S. Embassy Public Diplomacy programs and are now part of a network with the potential to influence the future of Afghanistan. Alumni have participated in the following USG programs: Fulbright scholarship program, International Visitor Leadership Program, academic exchanges, university scholarships, English-language programs, and many more.

A formal alumni network provides a central point for alumni in Afghanistan to connect, share ideas, and develop initiatives. PAS has funded alumni networks previously to facilitate skills-building workshops, alumni seminars, community service projects, and nationwide public events. Critical thinking and writing workshops have improved alumni's skills in writing grant proposals and resumes to secure employment. Alumni-driven community projects have successfully engaged civil society, influence leaders, and the public, producing positive outcomes. Under the current program, there are five provincial chapters in addition to the headquarters in Kabul: Kandahar, Nangarhar, Balkh, Herat, and Bamyan.

This project will 1) build on the achievements of previous projects, 2) strengthen the alumni network by expanding alumni engagement and activities in underserved provinces, 3) identify potential strategic partnerships for alumni with Nongovernmental Organizations (NGOs) that leverage civil society expertise to amplify and sustain the outcomes of alumni grant projects, and 4) create an alumni mentorship program for high school students.

Project Goal
The aim of this program is to organize and empower alumni of U.S. government-funded programs to unite their efforts to maximize their contributions to the social, economic, and political development of Afghanistan and support the peace and reconciliation process.

Project Audience
The primary audience for this program is U.S. Embassy Public Diplomacy program alumni. The secondary audience is Afghan youth, civil society organizations, and local, provincial, and national leaders.

Project Objectives
The objectives of this project are to:

1. Enhance existing platforms of communication among U.S. government alumni of different programs, between alumni and the public, and with fellow alumni in the region, on priority topics as outlined by the Public Affairs Section including, but not limited to, peace and reconciliation, the economic and political empowerment of women and youth, government capacity building, diversity and inclusion, and civic responsibility.
2. Execution an effective internal and external communications strategy to raise awareness of network activities and encourage participation.
3. Empower individual PAS alumni to initiate impactful community-based projects by providing alumni grants through a clear selection process.
4. Foster an environment of cooperation based on experience sharing and mentoring of younger alumni by experienced alumni through motivational talks and skills trainings.
5. Develop formal partnerships between the alumni network, non-governmental organizations (NGOs), and academic institutions that align with the project's objectives.
6. Increase Afghan youth's preparation for academic and professional success through the alumni high school mentorship program.
7. Facilitate professional networking and employment opportunities for alumni.

Project Details
The grantee will be responsible for all aspects of the following. Proposals should clearly explain how the applicant will carry out these requirements.

1. Establishing and Managing Alumni Network Chapters in Kabul and at least ten other provinces, including existing chapters in Kandahar, Nangarhar, Balkh, Herat and Bamyan,
    - Select and communicate with alumni volunteers who will oversee each chapter.
    - Recruit alumni to build membership in previously underserved provinces.
    - Develop a budget and program calendar for each chapter (see item 2 below).
    - Note: Preference will be given to proposals that include chapters in underserved provinces.

2. Developing and implementing cultural and educational programs for PAS alumni in Kabul and at chapters in least ten other provinces.
    - Develop and implement annual program calendars for September 2021 – September 2024 for Kabul and at least ten provincial chapters.
        - At least 200 total events should be held each year.
        - Programs may include:
            - Peace and reconciliation initiatives
            - Community service/volunteer initiatives
            - Professional skills workshops
            - Social/professional networking events

    - Cultural or educational events
    - Awareness-raising campaigns about the rights of women, minorities, and persons with disabilities.
    - Cross-border alumni dialogues
    - Projects focused on support for victims of war and their families.
    - Career fairs
- Develop and manage a program budget for Kabul and each chapter.
- Submit a proposed program plan and budget for each event for PAS approval at least ten days prior to holding any event.

3. Developing and managing an alumni peer mentorship program that pairs experienced alumni with younger alumni and includes outreach, skills development, career advising and facilitated community engagement.

4. Coordinating with the Afghan Fulbright Association (AFA) on programming and alumni initiatives.
    - Manage a designated budget to support AFA-led initiatives.
    - Coordinate with AFA to identify and disseminate communications to active Fulbright alumni throughout the provinces.
    - Engage AFA alumni to attend and moderate events and utilize their knowledge and experience in the mentorship programs for alumni and high school students.

5. Creating and managing an annual alumni-high school student enrichment and mentorship program to mentor high school juniors and seniors.
    - Each year match alumni with cohorts of 15 male and 15 female high school juniors and seniors in at least three underserved provinces.
        - Note: the proposed list of mentees is subject to PAS review and approval.
    - Develop and execute a budget and activities for the high school mentorship program.
        - Activities should enable alumni to serve as positive role models, help students prepare for the Kankor exam, practice English speaking and writing, help identify university preparatory courses, help develop critical thinking skills, and promote U.S. related themes and civic values.
        - Activities may also include alumni-facilitated meetings with business and NGO leaders.
    - Facilitate alumni-guided visits to local universities for high school mentees, including meetings with university professors, exposure to clubs and extracurricular activities, and a tour of student facilities.
        - Garner required permissions and support for university visits.
        - Include costs of travel in the program budget.
            - If chaperones are deemed necessary, reasonable costs for the chaperones' travel may be included in the applicant's budget.

6. Increase alumni connectivity via social media and online platforms.
    - Manage online/digital newsletters and social media groups for alumni.
    - Create and manage a website where alumni stories, professional opportunities, scholarships, and other announcements can be shared and discussed.

- Facilitate access for PAS to all alumni communication platforms

7. Managing an Alumni Grants Program (AGP).
   - Manage the program to include selection, issuance, financial management and oversight of alumni small (up to $2,500 each) and big grants (up to $5,000 each) as a means of supporting community-based initiatives that enhance civic engagement.
   - Develop, submit to PAS for approval, and execute a standard operating procedure (SOP) for the Alumni Grants Program outlining how the recipient will manage the entire process from announcing the program and soliciting applications to selecting small and big grant recipients, how funds will be disbursed to recipients, and overseeing the awards.
     - This SOP document should include parameters for the grants (e.g., ceiling and timeframe); a timeline for applications, selection, issuance, etc.; and specific criteria the recipient will use to select grant recipients.
   - Develop, submit to PAS for approval, and execute an anti-nepotism policy and sub-grant monitoring SOP.
   - Issue approximately 45 small awards (up to $2,500 each) and ten big awards (up to $5,000 each) per year.

8. Monitoring and evaluating all project activities.
   - Track and report on all alumni involvement and projects, including photos.
   - Manage and update a list of notable and most active alumni.
   - Develop and maintain a project monitoring and evaluation plan as described on page 12.
     - Applicants must include in this plan the following data about change (i.e. indicators) and methods for collecting this data (i.e. data collection methods), at a minimum:
       - Data about change:
         - Number of alumni that have engaged at a low frequency (e.g., 0-1 times) and high frequency (e.g., 6-8 times) on existing alumni communication platforms in the past year.
         - Number of grant projects completed on time and meeting project goals.
         - Percent change in level of engagement of younger alumni at events and projects year- to-year (e.g. change in attendance, change in active participation), including younger alumni who take on leadership roles.
         - Number of joint projects or joint events held quarterly between alumni and NGOs and/or academic institutions.
         - Number of high school mentees who pass the university entrance exam.
         - Number of internship recipients reporting gainful employment six months following their internship.

       - Methods for collecting data:
         - Maintain attendance logs
         - Update alumni events tracker, quarterly

        - Administer pre- and post- survey(s) of mentees, to determine impact of mentorship program on student confidence, leadership ability, and career or higher education planning.
        - Conduct focus group(s) with communities where small grants are being implemented to assess the impacts of these grants at the project's conclusion.
    - Applicants are strongly encouraged to include in the plan additional indicators and/or data collection methods they determine will assess project impact.
- Inform PAS staff of project progress and unexpected issues that arise. Produce weekly Alumni program highlights, including photos, that can be used in PAS reporting and on Embassy social media platforms.

U.S. Government Involvement
As a cooperative agreement, the U.S. government will have significant involvement in this effort. The U.S. government's responsibilities will include, but are not limited to:
- Review and approval of detailed project proposals and budgets.
- Review and approval of the recipient's proposed Alumni Grants Program SOP including proposed selection criteria, anti-nepotism policy and sub-grant monitoring SOP.
- Review and approval of alumni-high school mentorship program plan, events, and participants.
- Provide ongoing oversight of all alumni communication platforms, including those established by the recipient.

The safety and security of all participants and activities under this project are the sole responsibility of the award recipient. Due to the changing nature of security in Afghanistan, PAS requires all applicants to include in their proposal a security plan to accompany appropriate programmatic elements within their proposal. Security packages may include, but are not limited to, secure transportation and lodging. Reasonable costs for necessary security are allowable expenses and may be included in the proposed budget. If a security company is engaged and funded under the award, it must be registered by the government of Afghanistan to operate in Afghanistan. Additionally, applicants should submit their organizational policy for working within high-risk environments, which should include security operational procedures.

This project will be funded by Diplomatic and Consular Programs funds, authorized by the Fulbright-Hays Act, and is subject to the statutory limitations of such funding.

B. Federal Award Information

Number of Awards Anticipated: 1
Anticipated Award Amount: The proposal floor is set at $1,200,000. The ceiling is set at $1,500,000.
Funding Type: This project will be funded by Diplomatic and Consular Programs funds, authorized by the Fulbright-Hays Act, and is subject to the statutory limitations of such funding.
Anticipated Performance Period: 36 months

Anticipated Program Start Date: September 2021
Potential for Option Years: No

Anticipated Funding Instrument Type: Cooperative Agreement

As a cooperative agreement, the U.S. government will have significant involvement in this effort. The U.S. government's responsibilities are outlined in Section A.

This NOFO is soliciting applications for the specific project outlined in Section A. Applications for renewal or supplementation of existing projects will not be considered under this NOFO.

Please refer to Sections A and D for monitoring and evaluation considerations and requirements including required performance indicators, targets, baseline data, and data collection methods.

This notice is subject to availability of funding.

C. ELIGIBILITY INFORMATION

Eligible Applicants
Eligibility is open to non-profit organizations. Organizations may sub-award/contract with other entities, but only one **non-profit** entity may be the prime recipient of the award. **For-profit entities are not eligible to be the prime recipient of an award under this NOFO.** When sub-awarding/contracting with other entities, the responsibilities of each entity must be clearly defined in the proposal. Per Section D, **applicants must submit proof of their non-profit status with their proposal** (proof of 501(c)(3) status for U.S. entities, the Afghan NGO license for Afghan entities, equivalent document for non-Afghan and non-U.S. entities). Applications that do not include this proof of non-profit status will not be reviewed or considered for an award. Individuals are not eligible for an award under this NOFO. Please refer to Section D for funding restrictions.

Cost Sharing
Cost sharing or matching is not required for this funding opportunity.

Other Eligibility Requirements

- Applicants must have a valid Data Universal Numbering System (DUNS) number from Dun & Bradstreet.

- Applicants must have a NATO CAGE/NCAGE.

- Applicants must have and maintain an active System for Award Management (SAM) registration with current information at all times during which they have an active federal award or an application under consideration by a federal awarding agency. Note that SAM registration must be renewed annually. The U.S. Department of State may not make an award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements. The Department may determine that the applicant is not qualified to receive an award and use this determination as a basis for making an award to another applicant.

- Applications that fail to furnish all documents and information outlined in Section D of this notice or comply with the stated requirements will not be considered for an award.

- Any applicant listed on the Excluded Parties List System (EPLS) in SAM is not eligible to apply for an assistance award in accordance with the Office of Management and Budget guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR, 1986 Comp., p. 189) and 12689 (3 CFR, 1989 Comp., p. 235), "Debarment and Suspension." Additionally, no entity listed on the EPLS can participate in any activities under an award. All applicants are strongly encouraged to review the EPLS in SAM to ensure that no ineligible entity is included.

- There is no limit on the number of applications an entity may submit for this NOFO.

- Previous federal award recipients that are not/were not in compliance with the terms of the award, including the financial and program reporting requirements, are not eligible for an award under this NOFO. It is the applicant's responsibility to ensure it is in compliance with all applicable terms, conditions, and Office of Management and Budget guidance and requirements.

- Applicants are advised that successful passing of vetting to evaluate the risk that funds may benefit terrorists or their supporters is a condition of award. Applicants may be asked to submit information required by DS Form 4184 *Risk Analysis Information* about their organization and its principal personnel. Vetting information is also required for all sub-award and contractor performance on assistance awards identified by the Department as presenting a risk of terrorist financing. If an application is selected to move forward in the review process and when vetting information is requested by the Grants Officer, information may be submitted on the secure web portal at https://ramportal.state.gov or via email to RAM@state.gov. Questions about the form may be emailed to RAM@state.gov. Failure to submit information when requested or failure to pass vetting may be grounds for rejecting your proposal.

D. Application and Submission Information

Address to Request Application Package

This NOFO document and any amendments can be found at www.grants.gov and https://af.usembassy.gov/embassy/kabul/sections-offices/pdprp/. If you require special accommodation to access any information contained in this announcement, please contact KabulPASProposals@state.gov (preferred method of communication), +93 (0) 700 10 3706, or 1-301-490-1042 x3706.

Content and Form of Application Submission

<u>Please follow all instructions below carefully. Applications that fail to furnish all documents and information or comply with the stated requirements will not be considered for an award.</u> Applicants must set forth accurate and complete information as required by this NOFO. The penalty for making false statements in proposals to the U.S. government is prescribed in 18 U.S.C.1001.

Applicants must ensure:

- The proposal <u>clearly</u> addresses the goals and objectives of this funding opportunity.
- All documents are in English.
- All budgets are in U.S. dollars.
- All pages are numbered.
- All Microsoft Word documents are single-spaced, 12-point Times New Roman font, with a minimum of 1-inch margins.
- All materials are submitted in one of the following formats: .xls, .xlsx, .doc, .docx, .pdf, or .jpeg. Other file types will likely not be reviewed.
- File attachment names are in a format acceptable in Grants.gov. Grants.gov does not accept all UTF-8 special characters in file attachment names. Please note the file name restrictions at <u>https://www.grants.gov/web/grants/applicants/submitting-utf-8-special-characters.html</u>.

Any application that fails to include all the documents, forms, and information outlined below will not be considered for funding. Applicants are <u>required</u> to include the following documents and information:

1. Mandatory application forms

- **SF-424 Application for Federal Assistance – Organizations** available at <u>https://www.grants.gov/web/grants/forms/sf-424-family.htmlnumber ofsortby=1</u>
- **SF424A Budget Information for Non-Construction Programs** available at <u>https://www.grants.gov/web/grants/forms/sf-424-family.htmlnumber ofsortby=1</u>. See Annex 1, Guidelines for Budget Submissions, for further information.

2. Summary Page: Cover sheet stating the applicant's name and organization, proposal date, program title, program period proposed start and end date.

3. Proposal Narrative (30 pages maximum): The proposal narrative should contain sufficient information, such that anyone not familiar with it would understand exactly what the applicant plans to do and how the applicant plans to do it. You may use your own proposal format, but it must include all the items below:

- **Proposal Summary:** Short narrative that outlines the proposed program, including program objectives and anticipated impact.
- **Introduction to the Organization Applying:** A description of past and present operations showing ability to carry out the program, including information on previous grants from the U.S. Embassy, U.S. government agencies, and other donors.
- **Problem Statement:** Clear, concise, and well-supported statement of the problem to be addressed and why the proposed program is needed.

- **Program Goals and Objectives:** The "goals" describe what the program is intended to achieve. The "objectives" refer to the intermediate accomplishments on the way to the goals. These should be achievable and measurable.
- **Program Activities:** Describe the program activities, how they will be implemented, and how they will help achieve the objectives.
- **Program Methods and Design:** A description of how the program is expected to work to solve the stated problem and achieve the goal.
- **Proposed Program Schedule and Timeline:** The proposed timeline for the program activities. Include the dates, times, and locations of planned activities and events.
- **Key Personnel:** At a minimum the Project Manager and Finance Manager positions will be designated key personnel for this project. The proposal narrative should include names, titles, roles, and experience/qualifications of key personnel involved in the program and communicate what proportion of their time will be devoted to this program. As a required attachment, applicants must include a 1-page CV or resume for each key personnel proposed for the program. If an individual for these positions have not been identified, the applicant may submit a 1-page position description identifying the qualifications and skills required for the position in lieu of a resume. PAS may determine designate additional positions for key personnel in the pre-award process.
- **Program Partners:** List the names and type of involvement of key partner organizations and sub-awardees.
- **Future Funding or Sustainability:** Applicant's plan to ensure that the project benefits will continue to be realized on a long-term basis after the conclusion of the period of performance of the award.

4. Monitoring and Evaluation (M&E) Plan: Proposals must include a draft Monitoring and Evaluation (M&E) Performance Monitoring Plan (PMP). The M&E PMP should show how applicants intend to measure and demonstrate progress towards the project's objectives and goals. **Annex 2** of this funding opportunity contains a template that may be used to fulfill this requirement. While the grantee may use their own template, completing **Annex 2** will ensure a thorough PMP._ If an applicant chooses to use its own template, it must include all the information outlined in the template in Annex 2.

Prior to the issuance of any award as a result of this NOFO, the selected applicant will be required to work with PAS Monitoring and Evaluation Specialist to ensure the M&E PMP achieves an expected level of expertise and meets PAS objectives. PMPs may be subject to periodic updates throughout the life of the project.

The required components of the PMP include:

1. **Monitoring and Evaluation Narrative:** In narrative form, applicants should describe how they intend to monitor and evaluate the activities of the award and collect data that tracks award performance. This narrative should describe any M&E processes, including key personnel, management structure (where M&E fits into the overall program's staff structure), and technology.

The PMP should demonstrate that the applicant has considered how it will adjust project activities based on new information. For example, the plan should incorporate community or participant feedback to allow for adjustments to project activities. If the applicant has conducted similar programs in the past, the plan should describe how the applicant has adapted, improved, or otherwise modified their approach based on learning from previous experience/past performance. If the applicant has not conducted similar programs, the plan should describe how the applicant used desk research, prior experience, or other evidence to directly inform program design.

If the project requires selecting participants, or beneficiaries, the PMP should articulate how the selection will be done in an equitable way.

This narrative is limited to two pages.

2. Theory of Change Diagram: Applicants must submit either a Theory of Change diagram or an If-Then Statement that illustrates how project activities will lead to intended outcomes. **Annex 2** includes a suggested format for these requirements. If an applicant chooses to use its own template, it must include all the information outlined in the template in Annex 2.

3. Monitoring and Evaluation Datasheet: The applicant must include their proposed activities and their expected outputs and outcomes as well as the goals and objectives as written in the NOFO. The datasheet's purpose is to explicitly illustrate how a project's activities lead to tangible results (such as increased beneficiary skills, knowledge, or attitude change) that ultimately address a PAS objective. For more information, please see **Annex 2.1: Instructions.**

The Monitoring and Evaluation Datasheet must include the following components, which demonstrate progress toward the program objectives set out in the NOFO:

- Indicators:
    - Number of alumni that have engaged at a low frequency (e.g., 0-1 times) and high frequency (e.g., 6-8 times) on existing alumni communication platforms in the past year (Project Objective 1).
    - Number of grant projects completed on-time and meeting project goals (Project Objective 2).
    - Percent change in level of engagement of younger alumni at events and projects year to year (e.g. change in attendance, change in active participation), including young alumni who take on leadership responsibilities (Project Objective 3).
    - Number of joint projects or joint events held quarterly between alumni and NGOs and/or academic institutions (Project Objective 4).
    - Number of students in the program who pass the university entrance exam (Project Objective 5).
    - Number of internship recipients reporting gainful employment six months following their internship (Project Objective 6).

- Data Collection Methods
  - Maintain attendance logs
  - Update Alumni events tracker reported on quarterly
  - Administer pre- and post- survey(s) of mentees, to determine impact of mentorship program on student confidence, leadership ability, and career or higher education planning (Project Objective 5).
  - Conduct qualitative focus group(s) with communities where small grants are being implemented to assess the impacts of these grants at the project's conclusion (Project Objective 2).

Applicants are strongly encouraged to include additional indicators and/or data collection methods they determine will assess project impact. An indicator answers "how" or "whether" a project is progressing toward associated objectives. Indicators should be expressed quantitatively and should be objective and measurable (e.g. numeric value, percentages, indices). Examples of indicators include: number of gender-based violence survivors provided social support services; percent change in knowledge about investigative journalism, etc. Please reference Annex 2.1 for further instruction.

Expenses directly associated with monitoring and evaluation are considered allowable. Applicants must describe and justify in the Budget Justification Narrative (item 5 below) any line item for M&E listed in the program's budget.

4. Detailed Line-Item Budget: Applications will not be considered complete and eligible for consideration unless they include budgets that respond to the NOFO guidelines. Complete budgets must include detailed line items outlining specific cost requirements for proposed activities. Applicants must adhere to the regulations found in 2 CFR 200 Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards. The allowability of costs incurred by commercial organizations is determined in accordance with the provisions of the Federal Acquisition Regulation (FAR) at 48 CFR Part 30 and Part 31.

Applications must include a detailed line-item budget (in Microsoft Excel or similar spreadsheet format) that delineates funds requested from the Embassy and cost-share (see below for more information on budget format). Costs must be in U.S. dollars. The budget must identify the total amount of funding requested, with a breakdown of amounts to be spent in the following budget categories: personnel; fringe benefits; travel; equipment; supplies; consultants/contracts; other direct costs; and indirect costs. See Annex 1 for a description of the types of costs that should be included in each category.

Additional Budget Considerations

- Applicants are advised that the Department of State will utilize Afghanistan's National Technical Assistance (NTA) scale to determine if salaries proposed in an applicant's budget are reasonable. Please refer to this website http://www.budgetmof.gov.af/index.php/en/nta/about-nta for information and guidance on the NTA.

- Please note the audit requirements for Department of State awards in the Standard Terms and Conditions https://www.state.gov/m/a/ope/index.htm and 2 CFR 200, Subpart F – Audit Requirements. The cost of the required audits may be charged either as an allowable direct cost to the award OR included in the organization's established indirect costs in the award's detailed budget.

- Organizations claiming indirect costs should have an established Negotiated Indirect Cost Rate Agreement (NICRA). A copy of the NICRA should be provided with the proposal package. If sub-grantees are claiming indirect costs, they should have an established NICRA, and it should also be submitted with the proposal package. Information on how to obtain a NICRA rate is listed in Section G. **If a non-profit organization does not have a NICRA and the proposal budget has a line item for indirect cost charges, those indirect charges may not exceed 10% of Modified Total Direct Costs.** The 10% maximum does not apply to for-profit entities. For-profit entities that do not have a NICRA but do have a formally established General and Administrative (G&A) rate may apply the G&A rate. For-profit entities that do not have a formally established G&A rate should allocate indirect costs to the appropriate direct cost category.

- Grant funds cannot be used for alcoholic beverages.

5. Budget Justification Narrative: The purpose of the budget justification narrative is to supplement the information provided in the budget spreadsheet by justifying how the budget cost elements are necessary to implement project objectives and accomplish the project goals. The budget justification narrative is a tool to help PAS staff fully understand the budgetary needs of the applicant and is an opportunity to provide descriptive information about the requested costs beyond the constraints of the budget template. Together, the detailed budget spreadsheet, the budget justification narrative, and the SF-424A should provide a complete financial and qualitative description that supports the proposed project plan and should be directly relatable to the specific project components described in the applicant's proposal.

6. Required Attachments:

- 1-page CV or resume for each key personnel proposed for the program. For this program, at a minimum the Project Manager and Finance Manager are considered key personnel. If an individual for these positions have not been identified, the applicant may submit a 1-page position description identifying the qualifications and skills required for the position in lieu of a resume. PAS may determine designate additional positions as key personnel in the pre-award process.
- Letters of intent from program partners (including sub-recipients and contractors) describing the roles and responsibilities of each partner.
- If your organization has a NICRA and includes NICRA charges in the budget, your latest NICRA should be included.
- Proof of Non-profit Status – Documentation to demonstrate the applicant's non-profit status (e.g., U.S.-based organizations should submit a copy of their 501(c)(3) Internal Revenue Service determination letter, and Afghan organizations should provide a copy of their NGO license).

- Security plan
- Organizational policy for working in high-risk environments

Please note:

- Other items NOT required for submission, but which may be requested if your application is selected to move forward in the review process include:
    - Copies of an organization or program audit within the last two (2) years
    - Copies of relevant human resources, financial, or procurement policies
    - Copies of other relevant organizational policies or documentation that would help the Department determine an organization's capacity to manage a federal grant award overseas
    - Completion of a pre-award organizational information sheet to determine what financial controls and standard operating procedures an organization uses to procure goods and services, hire staff and track time and attendance, pay for grant-related travel, and identify other financial transactions that may be necessary to undertake the activities in your application
    - The U.S. Embassy reserves the right to request any additional programmatic and/or financial information regarding the proposal.
- Applications are accepted in English only, and final grant agreements will be concluded in English. Budgets should be submitted in U.S. dollars, and final grant agreements will be conducted in U.S. dollars.

Submission Dates and Times

Application Deadline: All applications must be received by **June 3, 2021**, at 11:59 p.m. U.S. Eastern Time. For the purposes of determining if an award is submitted on time, officials will utilize the time stamp provided by Grants.gov. This deadline is firm and is not a rolling deadline. If organizations fail to meet the deadline noted above, their applications will be considered ineligible and will not be considered for funding.

Question Deadline: For questions on this solicitation, please contact KabulPASProposals@state.gov. Questions must be received on or before **April 26, 2021**, at 11:59 p.m., U.S. Eastern Time. Applicants should not expect an email response to questions, as questions received before the deadline will be answered in a question and answer document and posted at http://www.grants.gov and https://af.usembassy.gov/embassy/kabul/sections-offices/pdprp/.

Submission Process
This section provides the application submission and receipt instructions for program applications. Please read the following instructions carefully and completely.

Electronic delivery via www.grants.gov
PAS is participating in the Grants.gov initiative to provide the grant community a single site to find and apply for grant funding opportunities. **PAS requires applicants to submit their**

applications electronically through Grants.gov. Applications submitted via any other means such as email will not be accepted.

To submit an application via Grants.gov, applicants must have

1. A valid DUNS number from Dun & Bradstreet. If your organization does not have one already, you may obtain one by calling 1-866-705-5711 or visiting http://fedgov.dnb.com/webform/displayHomePage.do;jsessionid=81407B1F03F2BDB123DD47D19158B75F. Instructions on obtaining a DUNS number can be found at https://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html.
2. A NATO CAGE/NCAGE. If your organization does not have a CAGE/NCAGE, visit https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspx to start the process. For more information on NATO CAGE/NCAGE, see https://eportal.nspa.nato.int/AC135Public/Docs/US%20Instructions%20for%20NSPA%20NCAGE.pdf.
    - For NCAGE help from within the United States, call 1-888-227-2423.
    - For NCAGE help from outside the United States, call 1-269-961-7766.
    - Email NCAGE@dlis.dla.mil for any problems with obtaining an NCAGE code.
3. An active SAM registration (www.SAM.gov) with current information at all times during which they have an active federal award or an application under consideration by a federal awarding agency. Applicants must be fully registered in SAM before submitting an application; applicants that do not have an active SAM registration will be deemed ineligible and will not be considered for an award. For information on how to register with SAM, see https://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html and https://eportal.nspa.nato.int/AC135Public/scage/CageList.aspxnumber ofshow-video-popup. Note that SAM registration must be renewed annually. The Department may determine that the applicant is not qualified to receive an award and use this determination as a basis for making an award to another applicant.
4. A Grants.gov account. Instructions on how to register for a Grants.gov account can be found here: https://www.grants.gov/web/grants/applicants/registration.html.

The registration process can take up to five weeks to complete. Therefore, registration should be done in sufficient time to ensure it does not affect your ability to meet required submission deadlines.
Grants.gov has a full set of instructions on how to apply for opportunities on its website at http://www.grants.gov/web/grants/applicants/apply-for-grants.html.

Visit the Adobe Software Compatibility page on Grants.gov to download the appropriate version of the software at https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html.

Grants.gov does not accept all UTF-8 special characters in file attachment names. Please note the file name restrictions at https://www.grants.gov/web/grants/applicants/submitting-utf-8-special-characters.html.

Grants.gov recommends submitting your application package 24-48 hours prior to the submission deadline to provide you with time to correct any potential technical issues that disrupt the initial application submission.

Grants.gov provides customer support via the toll-free number 1-800-518-4726 and via email at support@grants.gov. For questions related to the specific grant opportunity, contact kabulpasproposals@state.gov. Please note, PAS cannot assist with questions on or technical issues with www.grants.gov. Applicants experiencing issues with Grants.gov should contact the Grants.gov Help Desk.

Timely receipt requirements and proof of timely submission

All applications must be received by the deadline communicated in this NOFO. Proof of timely submission is automatically recorded by Grants.gov. An electronic time stamp is generated within the system when the application is successfully received by Grants.gov. Applicants will receive an acknowledgement of receipt and a tracking number from Grants.gov with the successful transmission of their application. Applicants should print this receipt and save it as proof of timely submission.

When PAS successfully retrieves the application from Grants.gov and acknowledges the download of submissions, Grants.gov will provide an electronic acknowledgment of receipt to the email address of the Authorized Organization Representative. Proof of timely submission shall be the date and time that Grants.gov receives your application. Applications received by Grants.gov after the established due date for the program will be considered late and will not be considered for funding.

Applicants using dial-up connections should be aware that transmission should take some time before Grants.gov receives it. Grants.gov will provide either an error or a successfully received transmission message. The Grants.gov Contact Center reports that some applicants abort the transmission because they think that nothing is occurring during the transmission process. Please be patient and give the system time to process the application. Uploading and transmitting many files, particularly electronic forms with associated XML schemas, will take some time to be processed.

Intergovernmental Review

This funding opportunity is not subject to Executive Order 12372 "Intergovernmental Review of Federal Programs."

Funding Restrictions

- **Construction:** Any award made as a result of this NOFO will not allow for construction activities or costs.
- **Pre-award Costs:** Any costs incurred prior to the award start date in the Federal Notice of Award are incurred at the recipient's own risk. Approval of these costs requires authorization of the Grants Officer to be considered allowable, will only be considered on a case-by-case basis, and will only be authorized in extraordinary circumstances. Applicants should assume that any costs incurred before the start date on the Federal Notice of Award will not be authorized.

E. APPLICATION REVIEW INFORMATION

Selection Criteria
Applications submitted under this opportunity that comply with all the stated requirements and contain all the required elements will be evaluated and rated on the basis of the criteria detailed below. The criteria are designed to assess the quality of the proposed project plan/approach and to determine the likelihood of its success. The criteria are closely related and are considered as a whole in judging the overall quality of an application. Applications will be reviewed on the basis of their fullness, coherence, clarity, and attention to detail. Proposals will be selected for funding based on an evaluation of how the proposal meets the solicitation review criteria, U.S. foreign policy objectives, and the priority needs of PAS. Past performance on grants awarded by the U.S. Department of State, other U.S. government entities, or international donor agencies may also be considered.

PAS reviews all proposals for eligibility. Eligible proposals will be subject to compliance with federal regulations and guidelines and may also be reviewed by the Office of the Legal Adviser or by other Department elements. Final technical authority for assistance awards resides with the Department's Grants Division.

Selection criteria for this NOFO will include:

1. **Quality and feasibility of the project idea (25 points):** The proposed project plan is well developed, with detail about how program activities will be carried out; responds to the design outlined in the solicitation; and demonstrates originality. It is clearly and accurately written, substantive, and sufficiently detailed. The program plan adheres to the program overview and guidelines described above.

2. **Ability to achieve project objectives (25 points):** Goals and objectives are clearly stated, and the program approach is likely to provide maximum impact in achieving the proposed results. Objectives are reasonable and feasible. The application clearly demonstrates how the institution will meet the program's objectives and plan. Proposed personnel, institutional resources, and partner organizations are adequate and appropriate to achieve the program goals.

3. **Institution's record and capacity (20 points):** The application demonstrates that the organization has expertise in fields relevant to the project such as professional development workshops, networking initiatives, youth engagement, and management of mentorship programs; has the internal controls in place to manage federal funds; has a solid and relevant institutional record, including successful programming; has responsible fiscal management involving complex budgets; and has the ability to comply with reporting requirements, especially for U.S. government grants. The application demonstrates experience in human resources and overseeing staffing. Past performance on grants awarded by the U.S. Department of State, other U.S. government entities, or international donor agencies may also be considered and factored into the applicant's score.

4. **Monitoring and Evaluation (15 points):**
    - Technical M&E: The extent to which the Technical M&E component of the M&E Performance Monitoring Plan (PMP) is thorough, logical, and methodologically appropriate. This includes a list of proposed project activities, corresponding milestone, output, and outcome indicators, a description of data collection methods, and a timeline for collecting such information.
    - Program Design: The extent to which the proposal addresses a significant problem, identifies an appropriate target audience, and presents a clear theory of change on how the program will address that problem.
    - Learning: The extent to which the proposal demonstrates the intention and ability to adjust project activities based on new information.

5. **Cost-effectiveness (10 points):** The overhead and administrative components of the proposal, including salaries and supplies, are consistent with prevailing market rates in Afghanistan. All items are necessary, appropriate, and directly relatable to the project's goals and objectives. The budget justification narrative is detailed and clear. Costs are reasonable in relation to the proposed activities and anticipated results. The budget is realistic, accounting for all necessary expenses to achieve proposed activities. Cost sharing is not required. The Department of State will utilize the NTA scale to determine if salaries proposed in an applicant's budget are reasonable. Please refer to this website http://www.budgetmof.gov.af/index.php/en/nta/about-nta for information and guidance on the NTA.

6. **Sustainability (5 points):** The application clearly communicates the applicant's strategy for ensuring that the project benefits will continue to be realized on a long-term basis after the conclusion of the period of performance of the award. The applicant presents a feasible approach to sustainability.

Review and Selection Process

It will take up to 120 days from the application deadline before an award or decline notice is sent from the Embassy to applicants. Due to the volume of proposals received, individual responses to requests for updates prior to the 120-day timeframe may not be returned until final review of proposals and issuance of an award is completed. PAS utilizes the following review and selection process:

After the NOFO closes, applications are reviewed for eligibility. Those applications found to be ineligible will be removed from the selection process. Applications found to be eligible will be forwarded to an Embassy review committee for consideration. An Embassy review committee will score eligible proposals based on the funding criteria provided in the NOFO. The top applicant(s) will go through additional vetting, risk assessments, and negotiations with a designated PAS representative. If and when the Grants Officer is satisfied, s/he will issue the award(s). Once a grant award(s) is made from this solicitation, those applicants whose proposals were not selected for funding will be notified via email. PAS will send such notifications to the email address listed in box 8f of the applicant's SF424. Applicants should expect to be notified if their proposal has been selected for award within 120 days of the submission deadline.

Federal Awardee Performance & Integrity Information System (FAPIIS)
For any federal award issued as a result of this NOFO, applicants are informed

- That the Department of State, prior to making a federal award with a total amount of federal share greater than the simplified acquisition threshold, is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently FAPIIS) (see 41 U.S.C. 2313)
- That an applicant, at its option, may review information in the designated integrity and performance system accessible through SAM and comment on any information about itself that a federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through SAM
- That the federal awarding agency will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants as described in §200.205 federal awarding agency review of risk posed by applicants

F. Federal Award Administration Information

Federal Award Notices: As described in Section E above, applicants selected to move forward in the review process will be notified via email to the address listed in Section 8f of the applicant's SF424; this email IS NOT an authorization to begin performance. The Grants Officer is the government official delegated the authority by the U.S. Department of State Procurement Executive to write, award, and administer grants and cooperative agreements. The assistance award agreement is the authorizing document, and it will be provided to the recipient for review and signature through email transmission. The recipient may only incur obligations against the award beginning on the start date outlined in the DS-1909 award document that has been signed by the Grants Officer. See Section D for more information on pre-award costs.

Administrative and National Policy Requirements

Terms and Conditions: Before submitting an application, applicants should review all the terms and conditions and required certifications that will apply to this award to ensure that they will be able to comply. These include:

- 2 CFR 200, 2 CFR 600, Certifications and Assurances, and the Department of State Standard Terms and Conditions, all of which are available at: https://www.state.gov/about-us-office-of-the-procurement-executive/

High Risk Designation: Awardees that are deemed to be high risk will be held to special award conditions. Due to the challenging operating environment in Afghanistan, awards issued under this NOFO will be designated high risk. At a minimum, the recipient will be required to submit quarterly detailed financial reports (see Reporting Requirements below). Recipients may also be required, upon request of the GO or GOR, to provide electronic copies of receipts or other supporting documentation (e.g., timesheets, travel documents) for costs incurred. The government may withhold 10% of the U.S. government total of the award until final reports have been reviewed and approved by the GO. The recipient may be required to pay all salaries supported by the grant via electronic funds transfer. Other special award conditions may also be included if deemed appropriate by the Grants Officer.

Monitoring and Evaluation: In line with the Department of State's Evaluation Policy, PAS may include this award in its program monitoring and evaluation efforts. When applicable and feasible, the recipient shall cooperate with Grants Officer (GO) and Grants Officer Representative (GOR) requests to contribute data on specific performance measures and indicators; consider GO and GOR input on design and methodology of recipient-led monitoring and evaluation efforts; provide any monitoring and evaluation reports produced under the award to the GO and GOR for review; and incorporate the project into any third-party monitoring evaluation efforts that PAS may initiate.

Reporting Requirements:

- Recipients are required to submit quarterly (calendar year) program progress and financial reports throughout the project period. Progress (narrative) and financial reports (SF-425) are due 30 days after the reporting period. Final certified programmatic and financial reports are due 120 days after the close of the project period.
    - First Quarter (January 1 – March 31): Report due by April 30
    - Second Quarter (April 1 – June 30): Report due by July 30
    - Third Quarter (July 1 – September 30): Report due by October 30
    - Fourth Quarter (October 1 – December 31): Report due by January 30

  All reports are to be submitted electronically.

- Given the high-risk designation, the recipient will be required to submit quarterly detailed financial reports in addition to the reports outlined in point 1 above. These reports must provide a line-item breakdown of costs incurred or paid (consistent with the recipient's accounting method) on the project, including cost share; should compare the amount incurred or paid (consistent with the recipient's accounting method) on each line-item and budget category to the amounts in the approved budget; and communicate the balance remaining in each line item and budget category.

- The awardee must provide the Embassy on an annual basis an inventory of all the U.S. government-provided equipment using the SF-428 form.

- Applicants should be aware of the post-award reporting requirements reflected in 2 CFR 200 Appendix XII—Award Term and Condition for Recipient Integrity and Performance Matters.

- Awardees are required to comply with the following **Special Provision for Performance in a Designated Combat Area:**

  The Recipient must report and account for all employees, subrecipient personnel, and contract personnel working under grants or cooperative agreements working in contingency operations outside the United States that involve combat operations. The database to collect this information, called the Synchronized Pre-Deployment Operational Tracker (SPOT), is managed by the Department of Defense.

In coordination with the Grants Officer and Grants Officer Representative, the Recipient generally provides this information to the Department of State SPOT Program Manager (AQMops@state.gov). The Department SPOT Program Manager enters information provided by the Recipient directly into the SPOT system.

For Recipients with personnel who are **NOT** performing private security functions and who do not need access to U.S. government support or facilities:

- Personnel, including U.S. citizens, third country nationals, and local personnel, are accounted for anonymously, in aggregate.
- The Recipient must obtain an aggregate count template from the Grants Officer or Grants Officer Representative, or directly from the SPOT Program Manager (AQMops@state.gov), and return the completed form to the Grants Officer/ Grants Officer Representative or SPOT Program Manager.
- The Recipient is responsible for updating the aggregate count every quarter by providing updated information via the "Aggregate Count" template to SPOT Program Manager for each SPOT award.

For Recipients with personnel who **ARE** performing a private security function; require access to U.S. government support, facilities, or services; or who may be eligible for special refugee or immigration status under U.S. regulation:

- The personnel funded under that award must be entered into SPOT individually with all required personal information.
- The Recipient must enter this information into the SPOT database directly. Unlike the aggregate count process, the Department's SPOT Program Manager does not enter this information into SPOT on behalf of the Recipient.
- The Recipient starts the process by registering for an account in SPOT by contacting the help desk at https://spot.dmdc.mil/.

Note: Recipients utilizing armed private security personnel, whether employed directly or via contract, are required to adhere to post policies and procedures regarding private security contractors. As specific post policies and procedures differ in scope and applicability, the Recipient is advised to review post policies carefully and direct any questions to the embassy Regional Security Office through the Grants Officer or Grants Officer Representative.

In addition, the Recipient is reminded that only the Grants Officer has the authority to modify this Notice of Award. Recipients shall proceed with any security guidance provided by the Regional Security Officer; however, the Recipient must advise the Grants Officer and Grants Officer Representative of the guidance received and any potential cost or schedule impact.

G. Federal Awarding Agency Contacts

- For questions on the requirements of this solicitation, contact the Grants Manager, Public Affairs Section, U.S. Embassy, Kabul, Afghanistan, at:
  Email: KabulPASProposals@state.gov *(preferred method of communication)*
  Phone: within Afghanistan: 0700103076; from the United States: 1-301-490-1042 x3076. Note: PAS cannot assist with technical issues with Grants.gov.
- To inquire about the process for obtaining a NICRA, contact AQM-NICRA@state.gov.
- For questions relating to Grants.gov, please contact the Grants.gov Contact Center at 1-800-518-4726 or international 1-606-545-5035. Please note, KabulPASProposals@state.gov is unable to assist with technical questions or problems applicants experience with Grants.gov, DUNS, NGAGE, or SAM. Please refer to the contact information for these organizations/processes provided in this Notice of Funding Opportunity (NOFO).

H. Other Information

Disclaimers
The federal government is not obligated to make any federal award as a result of this announcement. Issuance of this NOFO does not constitute an award commitment on the part of the U.S. government; neither does it commit the U.S. government to pay for costs incurred in the preparation and submission of proposals. Further, the U.S. government reserves the right to reject any or all proposals received. The U.S. government also reserves the right to make an award in excess of the award ceiling and the right to make an award below the floor outlined in this NOFO. PAS reserves the right to award funding to applicants under this announcement for a period of up to two years after the application deadline.

If a proposal is funded, the Department of State has no obligation to provide any additional future funding in connection with the award. Renewal of an award to increase funding or extend the period of performance, including exercising option periods, is at the total discretion of the Department of State.

The issuance of an award under this NOFO is subject to funds availability. Awards may be granted only if appropriated funds are allocated to the U.S. Embassy in Kabul by Department of State central budget authorities.

Applicants should be familiar with the U.S. Department of State's guidance on travel to Afghanistan, available at http://travel.state.gov.

ANNEX 1. BUDGET CATEGORY DESCRIPTIONS

The following provides a description of the types of costs to be included in each budget category.

a. **Personnel** – Identify staffing requirements by each position title and brief description of duties. For clarity, please list the annual salary of each position, percentage of time, and number of months devoted to the project (e.g., Administrative Director: $30,000/year x 25% x 8.5 months; calculation: $30,000/12 = $2,500 x 25% x 8.5 months = $5,312).

   Applicants are advised that the Department of State will utilize the National Technical Assistance (NTA) scale to determine if salaries proposed in an applicant's budget are reasonable. Please refer to this website http://www.budgetmof.gov.af/index.php/en/nta/about-nta for information and guidance on the NTA.

b. **Fringe Benefits** – State benefit costs separately from salary costs and explain how benefits are computed for each category of employee – specify type and rate.

c. **Travel** – Staff and any participant travel
   - International Airfare – list the route, number of trips, and cost per ticket.
   - In-country Travel – list the route and indicate the means of transportation, number of trips, and cost per trip.
   - Travel in the United States, if any – list the route and indicate the means of transportation, number of trips, and cost per trip.
   - Per diem: Includes lodging, meals, and incidentals for both participant and staff travel. Rates of maximum allowances for U.S. and foreign travel are available from the following website: http://aoprals.state.gov/web920/per_diem.asp. Per diem rates may not exceed the published U.S. government allowance rates; however, institutions may use per diem rates lower than official government rates.

   Please note that all travel, where applicable, must be in compliance with the Fly America Act.

d. **Equipment** – Please include equipment required, defined as tangible personal property having a useful life of more than one year and an acquisition cost of $5,000 or more per unit.

e. **Supplies** – The specifications and cost of each type of supply proposed (e.g., desktop computer with pre-installed software) must be included in this section. List items separately using unit costs (and the percentage of each unit cost being charged to the award) for office supplies (e.g., office paper and ink: $50/month x 50% = $25/month x 12 months).

f. **Contractual –**

- **Sub-awards and contracts** – For each sub-grant/contract, please provide a detailed line-item breakdown for specific services. In the sub-grant/contract budgets, provide the same level of detail for personnel, travel, supplies, equipment, direct costs, fringe benefits, and indirect costs as required of the direct applicant.
- **Consultant Fees** – For example, lecture fees and honoraria for outside speakers or independent evaluators: list number of people and rates per day (e.g., 2 x $150/day x 2 days).

g. **Construction** – For this solicitation, construction costs are not applicable.

h. **Other Direct Costs** – Other costs directly associated with the program that do not fit in the other categories. For instance, shipping costs for materials and equipment or applicable taxes. All "Other" or "Miscellaneous" expenses must be itemized and explained. These will vary depending on the nature of the project, and the inclusion of each should be justified in the budget justification narrative. Examples may include photocopying, postage, telephone/fax, or printing (e.g., Telephone: $50/month x 50% = $25/month x 12 months).

i. **Indirect Costs** – These are costs that cannot be linked directly to the program activities, such as overhead costs needed to help keep the organization operating. Organizations claiming indirect costs should have an established Negotiated Indirect Cost Rate Agreement (NICRA). A copy of the NICRA should be provided with the proposal package. If sub-grantees are claiming indirect costs, they should have an established NICRA, and it should also be submitted with the proposal package. Information on how to obtain a NICRA rate is listed in Section G. **If a non-profit organization does not have a NICRA, and the proposal budget has a line item for indirect cost charges, those indirect charges may not exceed 10% of Modified Total Direct Costs.** The 10% maximum does not apply to for-profit entities. For-profit entities that do not have a NICRA but do have a formally established General and Administrative (G&A) rate may apply the G&A rate. For-profit entities that do not have a formally established G&A rate should allocate indirect costs into the appropriate direct cost category.

ANNEX 2. PAS M&E PERFORMANCE MONITORING PLAN (PMP)

PAS M&E PERFORMANCE MONITORING PLAN (PMP)

GRANTEE NAME:
PROGRAM/PROJECT NAME:
PERIOD OF PERFORMANCE:
M&E BUDGET AMOUNT:

Overview:

The M&E Performance Monitoring Plan (PMP) is a program management tool designed to measure progress towards the goals and objectives identified in the NOFO. The PMP also clarifies how and when the grantee will collect data on those indicators, and the resources they intend to use for both program implementation and M&E. PAS recognizes that this document is likely to change over the life of the project, and as such, it will be a work-in-progress. Please be as detailed as possible when filling out the PMP.

If your proposal is accepted, this PMP must be approved by the PAS M&E Specialist prior to finalizing your grants package.

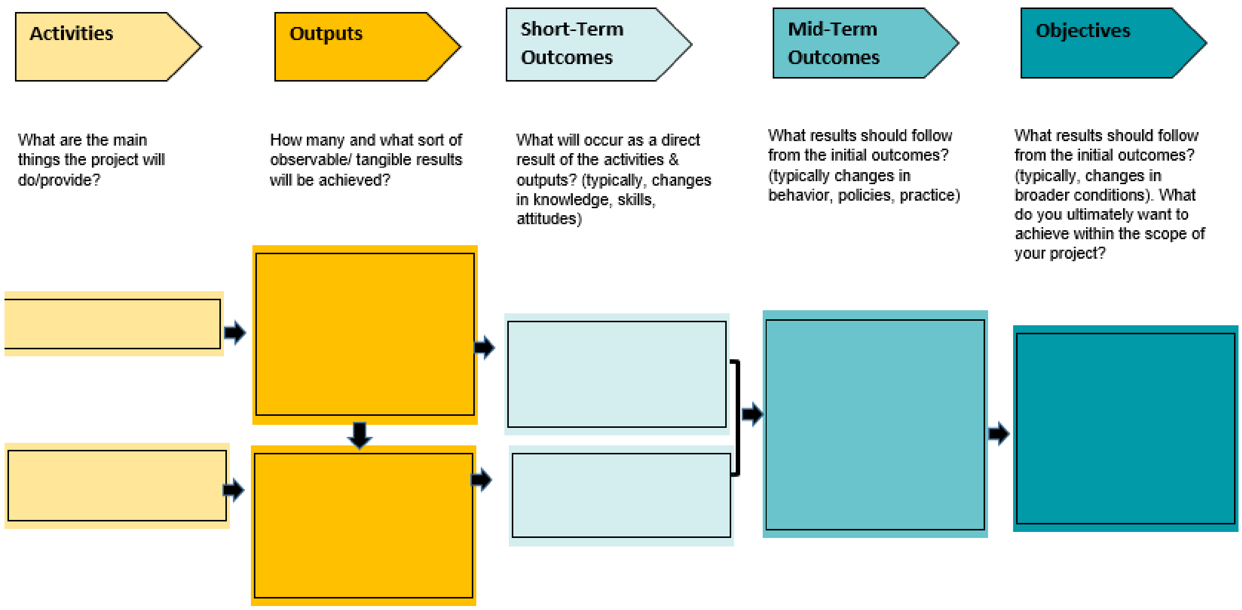
M&E NARRATIVE

Describe how the applicant plans to monitor and evaluate performance and outcomes (results) of the proposed project. Include key personnel, proposed management structure for M&E activities, and describe any methodologies used to capture indicators (e.g. focus groups, surveys, etc.), as well as any technologies used (e.g. online surveys, social media analysis programs, etc.). The narrative should also clearly describe M&E expenditures listed in your program budget. Further, the narrative should demonstrate the organization's capacity to implement the PMP proposed. Limit two pages.

THEORY OF CHANGE

To demonstrate that your project is measurable by design, please include the intended theory of change. This can be done with one, or a series of If-Then statements: "If _________ are completed, then these outcomes (be specific) will result in _________." The theory of change may also be demonstrated with a Theory of Change diagram. A theory of change diagram is a type of logic model that explicitly illustrates the causal pathways between activities, outputs, outcomes, and objectives. There are many versions. An example includes:

Goal:


Activities
Outputs
Short-Term Outcomes
Mid-Term Outcomes
Objectives
What are the main things the project will do/provide?
How many and what sort of observable/ tangible results will be achieved?
What will occur as a direct result of the activities & outputs? (typically, changes in knowledge, skills, attitudes)
What results should follow from the initial outcomes? (typically changes in behavior, policies, practice)
What results should follow from the initial outcomes? (typically, changes in broader conditions). What do you ultimately want to achieve within the scope of your project?

M&E PMP DATASHEET:

Please fill in the below PMP. This document will be included in your quarterly reporting. See the "PMP Instructions" for guidance on filling in this datasheet.

GOAL:

AUDIENCE:

PROBLEM STATEMENT:

OBJECTIVE 1:

Activity	Indicator Description	Data Collection Method	Justification	Q? Month-Month		Q? Month-Month		Q? Month-Month		Q? Month-Month		Total of target	% of target achieved
				Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	Outcome 1.1:												
	Output 1.1.1:												
	Output 1.1.2:												
	Outcome 1.2:												
	Output 1.2.1:												
	Output 1.2.2:												
	Outcome 1.3:												
	Output 1.3.1:												
	Output 1.3.2:												

OBJECTIVE 2:

Activity	Indicator Description	Data Collection Method	Justification	Q? Month-Month		Q? Month-Month		Q? Month-Month		Q? Month-Month		Total	% of target achieved
				Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	Outcome 2.1:												
	Output 2.1.1:												
	Output 2.1.2:												
	Outcome 2.2:												
	Output 2.2.1:												
	Output 2.2.2:												

	Outcome 2.3:												
	Output 2.3.1:												
	Output 2.3.2:												

OBJECTIVE 3:

Activity	Indicator Description	Data Collection Method	Justification	Q? Month-Month		Q? Month-Month		Q? Month-Month		Q? Month-Month		Total	% of target achieved
				Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	Outcome 3.1:												
	Output 3.1.1:												
	Output 3.1.2:												
	Outcome 3.2:												
	Output 3.2.1:												
	Output 3.2.2:												
	Outcome 3.3:												
	Output 3.3.1:												
	Output 3.3.2:												

ANNEX 2.1. PAS M&E PERFORMANCE MONITORING PLAN (PMP): INSTRUCTIONS

PAS M&E PERFORMANCE MONITORING PLAN (PMP): INSTRUCTIONS

Overview:

The following instructions are meant as a resource for grantees. This document supports grantees when filling in their PMP template (Annex 2). However, this resource can also be used to complete similar PMP or M&E Plan templates specific to your organization, and/or, upon receiving an award, as a reference sheet throughout the duration of your program. This is not a document to include in your application. Please maintain this for your internal records.

Recommendation: Keep your PMPs transparent, concise, and as simple as possible.

Key Terms:

Evaluation	Evaluation is the process of determining merit, worth or value of an activity, policy, or program. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (Scriven, 1991; OECD, 2002 & 2012).
Monitoring	Monitoring refers to a continuing function that uses systematic collection of data on specified indicators to provide management and other key stakeholders of an intervention with information regarding the use of allocated funds, the extent of progress, the likely achievement of objectives and the obstacles that stand in the way of improved performance (OECD, 2002 & 2012).
Theory of Change	The assumptions that link a program's inputs and activities to the attainment of desired ends. A set of beliefs about how and why an initiative will work. (Weiss, 1995; Church and Rogers, 2006).

Goal	The higher-order aspiration to which a project or program is intended to contribute. A goal should be lofty in nature and not resource dependent. Many projects can contribute to the same goal. The Goal should be written in the NOFO.
Objective	A statement of the condition or state one expects to achieve. Objectives should be concrete, time-bound, and measurable. Follow SMART criteria (see below). The Objectives should be written in the NOFO.
Outcome	The result or effect that is caused by or attributable to a specific activity. Outcomes may be short-term or long-term, intended or unintended, positive or negative, direct or indirect.
Output	Outputs are the products, goods, and services which result from activities. Ex: number of workshops, training hours, pamphlets, social media groups/posts, etc.
Activity	The actions you intend to conduct (training, workshops, screenings, campaigns, etc.) in order to reach your objectives and contribute to larger goals.
Indicator	A particular characteristic or dimension used to measure intended changes. Indicators are used to observe progress and measure actual results compared to expected results (targets). Indicators answer "how" or "whether" a project is progressing toward associated objectives. Indicators should be expressed quantitatively and should be objective and measurable (e.g. numeric value, percentages, indices). Examples of indicators include number of gender-based violence survivors provided social support services; percent change in knowledge about investigative journalism; % of participants who feel the training is relevant to their career; 100% of milestone 4 achieved. Some indicators may be written in the NOFO.
Target	An expected value or level for an indicator, at a specified point in time in the future. The target shows the level of achievement that is expected in order for results to occur. Targets are compared against actual results. A target is defined for each indicator as part of the M&E PMP. Related terms: Benchmark, Milestone. Some targets may be written in the NOFO.
Method	Methods, sometimes called tools, are the processes one uses to collect data that is used to track indicators. They can include both qualitative and quantitative processes, however indicators themselves must be in quantitative form. For example, one may hold focus groups, a qualitative methodology, to determine perceptions of a countering violent extremism program, however the data extracted may show that 50% of the focus group participants discussed negative perceptions of the programming: Your indicator is "perception of CVE" and your actual result is 50%. A method is used to collect evidence to show you've achieved your PMP's targets.

Filling out the Performance Monitoring Plan (PMP):

1. The Problem Statement, Goal, Audience, and Objective(s) should be identical to the narrative in your proposal. Continuity across all documents is critical.

2. Activities should be the same as those activities discussed in your proposal. Only include one activity per box, aligning the activity with your outcome and output indicators. If using the **M&E Data Worksheet** from the PMP Template (Annex 2), only include one activity per box, aligning the activity with your outcome and output indicators.

3. An indicator "indicates" process or change. An **output** indicator is typically a simple count: number of hours, trainings, students, social media shares or likes, etc. These indicators are used as a basic accounting as to what has happened. An **outcome** indicator shows change over time and can be both qualitative and quantitative. These indicators may include percentage change (in understanding, perception, capacity, either increase or decrease), milestones, etc. **SEE INDICATOR REFERENCE BELOW**

4. Data Collection Methods vary. Some common data collection methods include:

- Surveys
- Key Informant Interviews
- Baseline/2nd Survey
- Polling
- Community interviews
- Focus Groups
- Pre/Post Test designs
- Social Media Analysis
- Count of likes, shares, etc.
- Basic counts
- Case studies
- Stakeholder meetings
- Field observation visits
- Organizational Capacity Assessments
- Document/Film/Image review
- Most Significant Change
- Mobile/Technology Solutions
- Sentiment Analysis.
- Social Network Analysis

CHOICE OF METHOD WILL BE BASED ON INDICATOR. There are several online resources on how to conduct the above. Please see below.

5. Justification for the indicators you choose should follow the SMART criteria:

   Specific: Clearly defined, objective, not subjective.
   Measurable: Change can be demonstrated, quantifiable using available tools and methods.
   Achievable: Fits within your capacity, budget, and other resources.
   Relevant: Tied to intended outputs & outcomes.
   Time-Bound: Start and end point clearly defined.

   Please formulate your justification in a simple, single statement.

6. Targets/Actuals: This document will be updated every quarterly report with this information.

   Input the Quarter of first reporting and the month range. Quarters and months are as follows:

   Q1: Oct-Dec
   Q2: Jan-March
   Q3: April-June
   Q4: July-September

   If your program is more than a year, cut and paste the entire chart to a new page.

   Target: An estimation is the intended results, as defined by the indicator. Ex. 75% increase from pre-to post-test; 65% of respondents agree further work is needed to ease tensions on the border; 10 workshops were conducted.

   Actual: This column is for reporting what occurred.

7. How the total of targets is calculated will be determined by the variable. Leave these blank for your GOR to calculate.

Useful Resources for Gathering Data:

1. USAID Learning Lab, *Data Collection Methods and Tools for Performance Monitoring* [https://bit.ly/3i7SJvD]
2. USAID, *Data Sources and Collection Methods* [https://bit.ly/39rgYkD]
3. BetterEvaluation, *Data Collection Methods* [https://bit.ly/3b7YwzO]
4. BetterEvaluation, *Most Significant Change Approach* [https://bit.ly/3neSBLK]
5. USAID Learning Lab, *Stakeholder and Social Network Analysis Guidance Note* [https://bit.ly/2L31uLx]
6. Advancing Partners & Communities, USAID, JSI, and FHI 260, *Organizational Capacity Assessment (OCA) Tool* [https://bit.ly/2XAUf08]